

INSTRUCTIONS REGARDING THE PREPARATION OF INSPECTION REPORTS.
(To be sent to officer in charge of post to be inspected.)

The officer in charge of the post to be inspected shall prepare in advance of the inspection a report, in quintuplicate, (quadruplicate only, if the office is not within the jurisdiction of a supervisory office) on cap-size thin paper. This report shall be single-spaced and shall be in three parts, headed respectively:

- PART I. AMERICAN FOREIGN SERVICE INSPECTION REPORT,
PERSONNEL.
- PART II. AMERICAN FOREIGN SERVICE INSPECTION REPORT,
ORGANIZATION AND ADMINISTRATION.
- PART III. AMERICAN FOREIGN SERVICE INSPECTION REPORT,
BASIC WORK OF THE OFFICE.

The heading shall be placed only at the top of page 1 of each part, but the following shall appear at the beginning of each of the separate sub-parts making up the report:

POST: OFFICER: (type name)
DATE: (of report) INSPECTOR: (type name)
SUBJECT: (Insert number and subject as given in the following)

Part I shall be continuous, without division into sub-parts except at the desire of the preparing officer. Any confidential matter which the preparing officer may wish to include in this Part should be put on a separate sheet, marked "Confidential" and numbered in the same series as other sheets of Part I. Each of the sub-parts of Parts II and III (as "Part II-1, Organization") shall be begun on a separate page, shall be numbered as indicated in the succeeding instructions, and shall be signed by the reporting officer, whose name and title shall be typed beneath his signature. Pages shall be numbered serially throughout each of the three parts, i.e., one series for Part I, another for Part II, and a third for Part III.

The five (or four) sets of the report shall be assembled and clipped (not stapled) together. The Inspector shall make his comments and suggestions in the space immediately below the comments of the officer under inspection, and on additional inserted pages if required (numbered a,b,c, etc.). His confidential comment on personnel matters under Part I shall be marked "Confidential" and shall be appended to similar confidential material on this subject submitted by the preparing officer. The original of the report shall be forwarded in an envelope addressed to the Director General of the Foreign Service. The duplicate shall be forwarded in an envelope addressed to the Chief, Foreign Service Inspection Corps. With it shall be included all efficiency reports prepared by the Inspector. Both envelopes, marked "Confidential", should be enclosed in one addressed to the Secretary of State. The triplicate, including the comments and suggestions of the Inspector, shall be returned to the officer inspected. It is optional with the Inspector, however, as to whether he shall leave with the principal officer a copy of his confidential comment under Part I. The quadruplicate shall be retained by the Inspector. The quintuplicate, when the post inspected is within the jurisdiction of a supervisory office, shall be forwarded to the supervising officer.

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The Inspector shall prepare, on his own account, and in triplicate, Part IV - Recommendations to the Department. It shall form an integral part of the report and shall be handled in the same manner as Parts I, II and III, except that copies will not be given to the officer inspected nor to the supervising officer, except at the discretion of the Inspector. The triplicate shall be retained by the Inspector.

I. PERSONNEL.

The officer in charge shall have filled in Page I of Form 205-e, in duplicate, for all FSR and FSS personnel at the post. The Inspector shall not be required to file formal efficiency reports on foreign employees, but may, in his discretion, describe individual cases in this part of the report in any detail deemed necessary. The Inspector may review with the officer the office copies of efficiency reports on all subordinate officers and employees.

The officer in charge shall describe in this part of the report any problems which may exist regarding personnel of the office and shall make observations relating to such subjects as:

- (1) Personnel complement fixed by the Department.
- (2) Quality and adequacy of the staff, including a discussion of individual and collective efficiency.
- (3) Appropriateness of assignments.
- (4) Special qualifications acquired or developed at the post by any American member of the staff.
- (5) Individual health, financial, or family problems.
- (6) Transfer recommendations.
- (7) Any other personnel matters considered to be of importance.

II. ORGANIZATION AND ADMINISTRATION.

(Portions of this part of the report will not be applicable to diplomatic missions performing no consular functions. Where such conditions exist, the portions not applicable may be ignored.)

The officer in charge shall provide in this part of the report the following information for the Inspector:

- (1) Organization. The latest charts and information concerning the organization of the office, and also the most recent post report. (Copies of this material are not to be included in or attached to the inspection report). Such recommendations as may be deemed needful or desirable shall be made regarding the organization and administration of the office. Special consideration shall be given to the possibilities for improvement of efficiency of administration and the effecting of economies. Proposed changes

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in the assignment of responsibilities, definition of duties and lines of authority shall be commented upon fully. (Matters of a confidential nature shall be dealt with in Part I.)

- (2) Quarters. A statement as to whether the quarters, office or residential, are deemed satisfactory. If they are unsatisfactory in any respect, or if changes are desired, recommendations shall be made in necessary detail. If there is Government-owned real property at the post, the report shall state when the last survey of it was made. If the acquisition of property is under consideration by FBO, a brief statement as to the status of the negotiations should be made. A copy of the office lease and, if possible, a plan of the city shall be available for the Inspector.

- (3) Furniture and equipment. A list of:

(i) furniture, fixtures and other equipment considered unsuitable for further use in the office;

(ii) additional articles needed to bring equipment up to a satisfactory standard;

(iii) any pieces of furniture or equipment in good condition which are no longer needed and are available for use elsewhere;

(iv) automotive equipment, with brief description of its condition.

State whether the office inventory is kept up to date and whether the required records pertaining to automotive equipment are being maintained.

- (4) Correspondence, files, archives and record books. The office practices with respect to:

(i) recording and routing of incoming correspondence;

(ii) maintenance of files and indices;

(iii) use of follow-up or pending systems to insure prompt handling of correspondence;

(iv) binding of correspondence in accordance with provisions of the Regulations;

(v) proper conservation of archives;

(vi) handling of telegrams and mail, including registered matter, addressed to private individuals in care of the office;

(vii) the certification of record books maintained in the office, listing such books by name;

(viii) the system used for insuring the submission on schedule time of all required reports and returns.

Discuss

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Discuss briefly the operation of the pouch and courier service at the post, pointing out any excessive time lags in the transmission of correspondence and making any recommendations thought desirable for the improvement of Service communications systems in general.

- (5) Accounts and fiscal reports. A statement shall be made as to the office practices with respect to:

(i) safeguarding of fee stamps and cash and the frequency of verification of amounts on hand by a responsible officer;

(ii) persons having knowledge of safe combinations;

(iii) deposit of official funds in a bank;

(iv) permanent binding of such material as the record of fees and the cash book forms; and

(v) the manner in which salaries are paid to American and alien employees.

Any particular problems encountered by the office in the preparation of accounts and fiscal reports should be discussed.

- (6) Salaries. A brief discussion of the adequacy of salaries paid to alien employees, stating whether they are comparable to the salaries paid by Government offices and the better American business firms in the city. State whether the office has made any effort to prepare a schedule of salaries for alien employees, showing position classifications, entering and maximum salaries, in-grade steps and period of service required for administrative promotions. The Inspector should be provided confidentially with a statement of the officer's recommendations for increases in salaries of any members of the staff on a re-classification basis. If such recommendations have been made to the Department, the date should be given.

- (7) Allowances and contingent expenses. A brief discussion of:

(i) the adequacy of rent and cost of living allowances granted to American personnel at the post; copies of the most recently prepared data on cost of living should be available to the Inspector.

(ii) the adequacy of representation and official residence allowances; the importance of the district, the need and usefulness of representation at the post, local and American demands, the adequacy of the office and the staff in meeting those demands, and the adequacy of American representation in general as compared with that of other foreign governments at the post.

(iii) the adequacy of allotments made to the post for contingent expenses.

- (8) Security.

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- (8) Security. Discuss briefly physical, personnel and communications security conditions at the post and make any recommendations considered desirable for their improvement. Any comment of a confidential nature contained in this section should be put on a separate sheet marked "Confidential".
- (9) Irregular transactions in currency and merchandise. State what measures are taken to have personnel comply with the Department's regulations concerning irregular transactions in currency and merchandise.
- (10) Status of work of the office. A detailed account of the work of the office in arrears and the reasons therefor.

III. BASIC WORK OF THE OFFICE.

The officer in charge shall prepare for the Inspector the following information on the basic work of the office:

- (1) Political work. The political reporting of the office, with special reference to the following: specific fields in which the Department (or mission or supervising office) has expressed interest; subjects which, in the judgment of the officer are of special interest; any unusual political conditions or problems at the post; periodic or special reports required of the office; general nature and volume of the work.
- (2) Commercial and economic work. A discussion of the commercial and economic work of the office, giving particular attention to: any unusual aspects of it, difficulties encountered in obtaining information, and the manner in which this activity of the office is organized; any justifiable proposals with respect to a reduction in the schedule of required reports.
- (3) Cultural relations and informational work. A brief discussion of any cultural relations and informational work in which the office may be engaged and any problems connected therewith.
- (4) Research and intelligence work. A discussion of any research and intelligence work performed by the office and special problems connected therewith. Any comment of a confidential nature contained in this section should be put on a separate sheet marked "Confidential".
- (5) Immigration work. A brief description of the visa and immigration work of the office with particular reference to the following: relative importance of various groups of applicants and facilities for meeting their demands; any special problems or conditions; experience of the office with cases of fraud or attempts at fraud.

(6) Citizenship

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- (6) Citizenship work. A discussion of the citizenship and passport work of the office, mentioning any special problems connected with it and any experience with cases of fraud or attempts at fraud, and stating what methods are used to maintain central files giving a continuous record of citizenship services performed for individuals.
- (7) Shipping and seamen. A brief discussion of the work of the office on shipping and seamen, mentioning any special problems involved, local facilities for the recreation and relief of seamen, and any difficulties encountered in obtaining cooperation from the local authorities.
- (8) Documentation of merchandise. A description of the invoice work of the office and any special problems relating thereto, giving a general account of the nature and volume of exports from the district and of special documentation required in connection with invoices.
- (9) Notarials and estate work. A discussion of the volume and any peculiar characteristics of the notarial and estate work, stating what methods are followed in authenticating signatures and seals of local officials and listing all unsettled estate cases.
- (10) Miscellaneous. A brief statement concerning the volume and any special characteristics of work performed by the office in connection with the following:
 - (i) general protection of American citizens, including whereabouts and welfare, reports of death, and marriage of Americans under local laws;
 - (ii) services for Veterans' Administration and Social Security Board;
 - (iii) quarantine and sanitation, including preparation of sanitary reports and notifications concerning contagious diseases; and
 - (iv) any other activities of the office deemed of sufficient importance to merit special consideration.

Action on inspection reports. Inspection reports shall be filed in the correspondence under No. 124.6 at Missions and under No. 125.6 at consular offices. The date of their receipt shall be noted in the Miscellaneous Record Book, as provided in Section VII-I, Note 1 (c), (Section VI) of the Foreign Service Regulations.

Matters on which action should be taken will fall into two categories: directives and suggestions. Directives will be given by the Inspector in cases involving a violation of statutes or regulations, or a clearly improper practice; suggestions will be given in cases other than those listed above, where the Inspector believes that the adoption of a different practice or procedure would result in greater efficiency or an improvement in the operation of the office. Directives should be complied with promptly,

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as should suggestions, unless the principal officer believes that there is a good reason for not doing so. Within thirty days after receipt of an inspection report, the principal officer should report to the Department by despatch the action taken by him to comply with the directives and suggestions contained therein. Reasons for failure to comply with them should be fully stated. Reference to this despatch shall be made in the note in the Miscellaneous Record Book referred to above.

Upon permanent transfer from a post, the officer in charge shall bring the last inspection report on the office to the attention of his successor. The officer assuming charge shall be guided by the directives and suggestions of the Inspector in his own administration of the office and, if compliance with them has not been completed by his predecessor, he should either comply or report to the Department his reasons for not doing so.

Revised March 1, 1948.
Chief, Foreign Service Inspection Corps.